

Leadership Competencies

The State of California Leadership Competency Model is comprised of the following Leadership Competencies. These competencies are defined as knowledge, skill, ability or personal characteristic statements as shown below. Successful behaviors which demonstrate these competencies at the various leadership levels are available by reviewing the State of California Leadership Competency Model.

Competency	Definition	Competency Category
<i>Analytical Thinking</i>	The ability to approach a problem by using a logical, systematic, sequential approach.	Core Competency – Applies to all Leadership Levels
<i>Change Leadership</i>	The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.	Core Competency – Applies to all Leadership Levels
<i>Communication</i>	The ability to listen to others and communicate in an effective manner. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill to use correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.	Core Competency – Applies to all Leadership Levels
<i>Conflict Management</i>	The ability to prevent, manage, and/or resolve conflict.	Manager/Supervisor Competency
<i>Customer Focus</i>	The ability to identify and respond to current and future customer's needs. The ability to provide excellent service to internal and external customers.	Manager/Supervisor Competency
<i>Decision Making</i>	The ability to make decisions and solve problems involving varied levels of complexity, ambiguity, and risk.	Core Competency – Applies to all Leadership Levels
<i>Developing Others</i>	The ability and willingness to delegate responsibility, work with others, and coach them to develop their capabilities.	Manager/Supervisor Competency

Competency	Definition	Competency Category
<i>Ethics and Integrity</i>	The degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.	Core Competency – Applies to all Leadership Levels
<i>Flexibility</i>	The ability to adapt to and work with a variety of situations, individuals and groups. The ability to be open to different and new ways of doing things. The willingness to modify one's preferred way of doing things.	Executive Competency
<i>Forward Thinking</i>	The ability to anticipate the implications and consequences of situations and take appropriate action to be prepared for possible contingencies.	Executive Competency
<i>Fostering Diversity</i>	The ability to promote equal and fair treatment and opportunity for all. The ability to effectively promote equal opportunity in employment and maintain a work environment that is free of discrimination and harassment. The ability to demonstrate the knowledge of a supervisor's responsibility for promoting equal opportunity in hiring and employee development and promotion.	Core Competency – Applies to all Leadership Levels
<i>Global Perspective</i>	The ability to recognize and address issues that are outside of the local perspective. The ability to view issues without any pre-set biases or limitations. The ability to see the "big" picture.	Executive Competency
<i>Influencing Others</i>	The ability to gain others' support for ideas, proposals, projects, and solutions.	Executive Competency
<i>Interpersonal Skills</i>	The ability to get along and interact positively with coworkers. The degree and style of understanding and relating to others.	Core Competency – Applies to all Leadership Levels

Competency	Definition	Competency Category
<i>Organizational Awareness</i>	The ability to understand the workings, structure, and culture of the organization as well as the political, social, and economic issues affecting the organization.	Executive Competency
<i>Personal Credibility</i>	Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.	Core Competency – Applies to all Leadership Levels
<i>Planning and Organizing</i>	The ability to define tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives.	Manager/Supervisor Competency
<i>Relationship Building</i>	The ability to develop, maintain, and strengthen relationships with others inside or outside of the organization who can provide information, assistance, and support.	Executive Competency
<i>Results Orientation</i>	The ability to focus personal efforts on achieving results consistent with the organization's objectives.	Executive Competency
<i>Team Leadership</i>	The ability to effectively manage and guide group efforts. This includes providing the appropriate level of feedback concerning group progress.	Core Competency – Applies to all Leadership Levels
<i>Thoroughness</i>	The ability to ensure that one's own and other's work and information are complete and accurate. The ability to carefully prepare for meetings and presentations. The ability to follow up with others to ensure that agreements and commitments have been fulfilled.	Manager/Supervisor Competency
<i>Vision and Strategic Thinking</i>	The ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.	Core Competency – Applies to all Leadership Levels

Competency	Definition	Competency Category
<i>Workforce Management</i>	The ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance.	Core Competency – Applies to all Leadership Levels